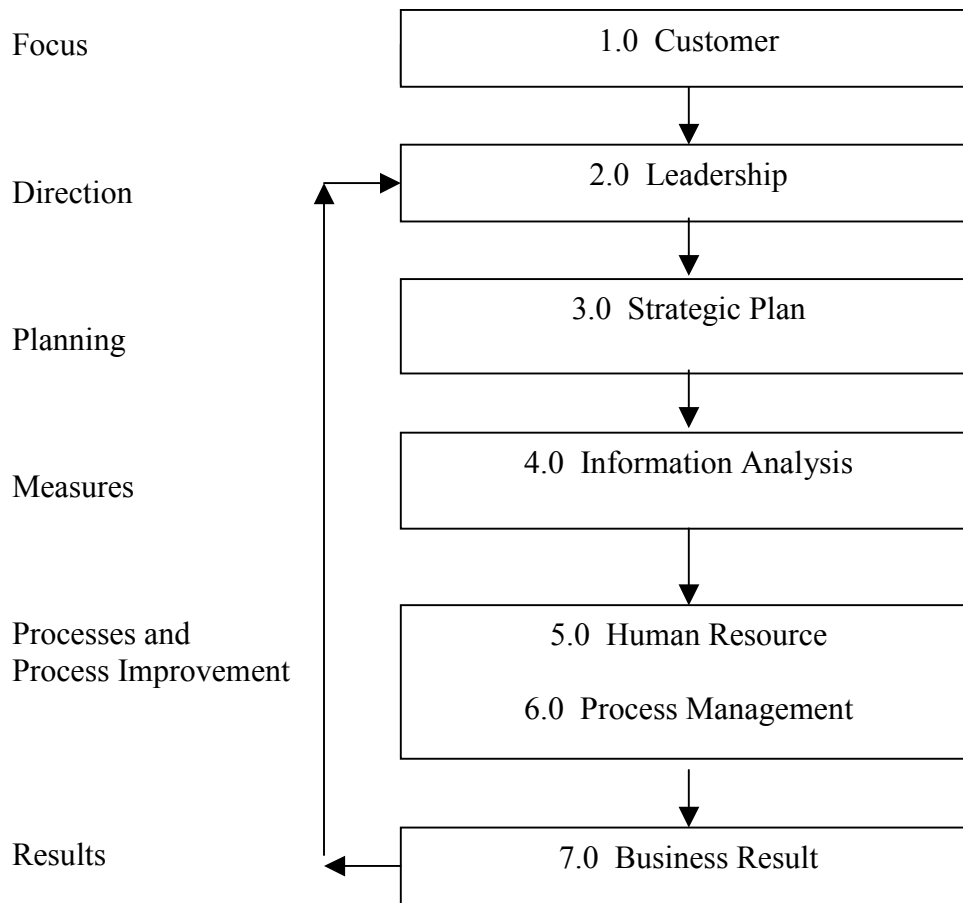

Integrated Support Command St. Louis Organization Manual Scheme



This shows the chapters in the organization manual and how they are connected to form a Baldrige Criteria based management system.

Thank you to the ISC St. Louis Executive Steering Committee whose work throughout calendar year 2000 provided much of the information included in this manual.

Commanding Officer
Integrated Support Command
St Louis

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ISCSTLINST M5400.1
26 FEB 01

INTEGRATED SUPPORT COMMAND ST. LOUIS INSTRUCTION M5400.1

Subj: ISC ST. LOUIS ORGANIZATION MANUAL

1. PURPOSE. This manual establishes the organization, operating policies, and leadership structure of Coast Guard Integrated Support Command (ISC) St. Louis.
2. ACTION. All ISC St. Louis personnel shall become familiar with this manual and follow its principles and policies in carrying out the work of the ISC.
3. DIRECTIVES AFFECTED. None.
4. DISCUSSION. This organization manual was written using the "Baldrige Award Criteria." We are using this criteria as a set of principles to guide the ISC leadership in improving our organization. The Baldrige Criteria is based on seven broad leadership principles and is consistent with the Commandant's Quality Award Criteria and Total Quality Management (TQM) principles. This manual should help us incorporate into our daily work the principles of customer focus, leadership, strategic planning, information analysis, human resource management, process management, and business results. Our goal is to be the best at what we do. Following the Baldrige Criteria will help do that.

K. E. SCHUMACHER

Distribution - SDL No. 139

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RECORD OF CHANGES

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1.0 Customer and Market Focus

Introduction

Integrated Support Command St. Louis' vision is *Your Gateway to Superior Support Solutions* which can be summarized in the phrase delighting its customers. For ISC St. Louis to delight its customers it must understand its market (who are its customers and what are their requirements) and be customer focused (intentionally striving to meet those customer's needs).

1.1 Customer and Market Knowledge

Introduction to customer and market knowledge

ISC St. Louis uses many methods to ensure the relevance of current products and services to its customers. The ISC also uses a variety of ways to develop new opportunities to better serve those and new customer's needs. This section talks about how we do this.

Customer determination

Senior leadership, including Commandant and Commander, Maintenance and Logistics Command Atlantic, generally speaking, define by policy who are the ISC's customers. Based on this direction, ISC St. Louis's Executive Steering Committee (ESC) developed the following detailed customer list (see "Customers and Segmentation" below). To some in government, the term customer may seem unfamiliar and sound more like a civilian business term. So let's define this term. The ISC's customers are activities and individuals that are entitled to receive support, services or information from ISC St. Louis. The use of the term customer throughout this book is the customer external to the ISC.

Customer segmentation

ISC St. Louis divided its customers into six segments based on the type of unit and the type of support the unit needs. Segmenting customers into service groups is a management planning tool to help ISC managers define packages of services and define service delivery by segment. For example, if the ISC Industrial Division Chief is developing a unit facility maintenance plan for the Groups, he should look at all units in the Operational Unit customer segment to see how this maintenance plan can be duplicated to meet the needs of all the other customers in that segment.

Continued on next page

1.1 Customer and Market Knowledge, Continued

Customers and segmentation

ISC St. Louis customers are grouped into six categories or segments listed below:

I. Operational units	WLRs, Groups, Loran Stations, surge operations commanders (e.g., District Seven Command Center for disaster response teams), Marine Safety Offices
II. Operations Support Commands	Eighth District (m) and (o), Atlantic Area
III. Logistics Support Commands	Human Resources and Information Center, Coast Guard Institute, Electronics Systems Support Unit, Recruiting Offices, Small Arms Facility Crane
IV. Senior Administrative Commands	Commandant, Maintenance and Logistics Command
V. Members	Active, civilian employees, reservists, active member family members and dependents, next of kin of deceased service members, retirees, graduate school students, auxiliarists, and members from other military services.
VI. Public	Charities, schools, civic organizations, municipalities.

Customer requirements

An important first step in satisfying the customer is to determine the customer's requirements. During the period from summer 1999 to winter 2001, work groups comprised of members from both Maintenance and Logistics Commands Pacific and Atlantic identified customer requirements for the primary services the ISCs deliver. These requirements were then converted into service standards and are published at the MLC Atlantic website address <http://cgwb.lant.uscg.mil/mlclant>. ISC managers and supervisors shall incorporate these standards into their service delivery planning.

1.2 Customer Satisfaction and Relationships

Introduction to customer relationship management

If the ISC fails to satisfy its customers, two things will likely happen, either customers will seek services from others including other ISCs or the customers who cannot go to other service providers will raise their complaints to the command or higher for resolution. Continuing to delight customers is necessary to ensure the ISC remains in place as an essential service provider. Customer relationship management is the process ISC St. Louis uses to make sure that it is keeping its customers happy. Customer relationship management is done by measuring and monitoring satisfaction and providing an easy outlet for customer complaints.

Customer satisfaction determination

ISC St. Louis measures customer satisfaction through the collection of objective and subjective data. The Customer Satisfaction Determination table below shows the different ways the ISC obtains feedback from its customers. Managers, supervisors and employees are required to take the initiative in staying close to the customer by constantly listening to its customers using the many methods in the table below. An example, the Customer Comment card is explained in detail later in this chapter.

Continued on next page

1.2 Customer Satisfaction and Relationships, Continued

Methods to determine customer satisfaction

The following table shows specific methods of determining customer satisfaction for the ISC's various customers segments. The ISC leadership which includes the commanding officer, executive officer, division chiefs, and branch chiefs shall constantly be in contact with its customers using the methods listed below. It is the ISC's responsibility to stay close to and listen to its customers...this takes intentional effort. The satisfaction determination methods by customer segment are as follows:

Customer Segment	Customer Satisfaction Determination Method
I. Operational Units II. Operations Support Commands III. Logistic Support Commands	Customer Comment card (systematic, random and email) Weekly Teleconferences with Eighth District Conferences (e.g. Eighth District COs, ATON, etc.) Customer service team visits Unit familiarization visits Open discussion with unit crews during unit visits Email Correspondence (letter, memo)
IV. Senior Administrative Commands	Customer Comment card (systematic, random and email) Program sponsored conferences Email Correspondence
V. Members	Customer Comment card (systematic, random and email) One-on-one customer contact Email All hands discussions CO's breakfasts
VI. Public	Customer Comment card

Continued on next page

1.2 Customer Satisfaction and Relationships, Continued

Customer Comment Card

The combined MLC Atlantic and Pacific ISC Strategic Workshop held at Alameda in August 1999 developed a standard ISC customer comment card and satisfaction measure. The customer comment card (shown below) and measurement system (see ISCSTLINST 5220.1 series for procedures) is one tool to capture customer satisfaction information. A focus group of members from many ISCs determined the following five performance qualities desired by the ISC customers:

- timeliness (delivered on time, as advertised, expected or agreed),
- quality (delivered as expected or advertised, accurate information, well made),
- responsiveness (courteous, polite, quick response to inquiries, flexible, honest, professional),
- reliability (understood need, knowledgeable, communicated quality and delivery), and
- value (easy to do business with, reasonable cost, cost appropriate to quality).

Continued on next page

1.2 Customer Satisfaction and Relationships, Continued

INTEGRATED SUPPORT COMMAND CUSTOMER COMMENT CARD

What service did you receive from us? _____ Date _____

Name and phone number (optional) _____

Unit name: _____

Circle all that apply: Service: USCG, DOD, Other. Status: Active, Reserve, Civilian, Auxiliary, Dependent, Retired

Please rate our service by circling the appropriate number for each category:

(1) Very Poor (2) Needs Improvement (3) Acceptable (4) Better than Expected (5) Outstanding



TIMELINESS (product or service delivered on time, as advertised, expected, or agreed)..... (1) (2) (3) (4) (5)

QUALITY (product or service delivered as expected or advertised, accurate information, well made)..... (1) (2) (3) (4) (5)

RESPONSIVENESS (courteous, polite, quick response to inquiries, flexible, honest, professional) (1) (2) (3) (4) (5)

RELIABILITY (understood your needs, knowledgeable, communicated quality and delivery) (1) (2) (3) (4) (5)

VALUE (easy to do business with, reasonable cost, cost was appropriate compared to quality)..... (1) (2) (3) (4) (5)

COMMENTS: *What could we do to serve you better? What we did well? Please be specific.*

Internal Use: Log in _____ Branch _____ Division _____ XO _____ CO _____ File _____

Action Taken: (Branch complete)

Continued on next page

1.2 Customer Satisfaction and Relationships, Continued

Customer relationship policy in complaint resolution

It is the ISC's policy to address all customer complaints with the goal of reaching a satisfactory outcome. This will be accomplished in a respectful, professional, and timely manner. If a request is not prohibited by law or regulations and the ISC has the resources, then every effort will be made to meet the request. Complaints are not personal attacks but rather an opportunity for the organization to improve its service. It has been said you will learn more from one dissatisfied customer who complains than 100 indifferent customers who say nothing. The following are the ISC's complaint resolution principles:

- Resolve complaints at the lowest level; however, if a customer cannot be satisfied by an employee then the customer will be given the opportunity to meet or communicate with the branch chief and, if necessary, the division chief.
- Resolve complaints quickly. If a complaint cannot be resolved timely (e.g. small issues within a day and larger issues within a day or two) it is the employee's responsibility to bring the concern to the attention of the supervisor for assistance in resolving the complaint.
- Reply to written complaints in writing within two working days.

Empowerment in complaint resolution

ISC employees are empowered to satisfy the customer subject to the following, *don't put a hole in the ship below the waterline*. A hole is any action, which is illegal, unethical, wasteful or careless. These actions tend to put at risk the individual, the ISC, or the Coast Guard.

The Power of One equals Superior Support Solutions: $P1 = S^3$

The concept behind the Power of One is that customer service comes down to how one person is treated by another. It is not how much technology we employ, how many customer service manuals we write, how many customer service policies we put in place, how many people, buildings or equipment we employ (though all these are important elements to achieving customer satisfaction) but it is the personal interaction, the courtesy, the extra effort, the special consideration for the person being helped. Perhaps we have been the person at the store sold out of snow shovels and the cashier calls another store to help us find a shovel and save us time on a dry run. Technology and policies alone won't achieve this. It is the person on the front line recognizing they have the Power of One (P1), the power to make a difference, the power to deliver Superior Support Solutions(S^3).

Continued on next page

1.2 Customer Satisfaction and Relationships, Continued

Customer contact service quality standards

The Customer Contact Service Quality Standards help assure the ISC provides consistent high quality personal customer contact. All ISC members shall follow these standards published in the ISC St. Louis Customer Handbook (ISCSTLINST M5000.2A series) in delivering customer service.

2.0 Leadership

Introduction

ISC St. Louis senior executive leadership includes the Commanding Officer, Executive Officer, and the Command Master Chief. The Executive Steering Committee (ESC) is the ISC senior leadership team composed of the senior executive leaders and the division chiefs. The ESC sets the organization's values, direction and performance expectations. The challenge to the senior leadership team is focus the team ISC on achieving the vision while balancing the requirements of customers, employees, and owners (the citizens of United States). This section also discusses how the ESC monitors overall ISC performance and promotes ISC involvement in the community.

2.1 Organizational Leadership

Introduction to organizational leadership

The challenge for the ESC is to articulate a clear and strong vision while achieving a balance among customers, employees, and owners. It also requires the ESC to have a system in place to measure how the organization is progressing in reaching its organizational goals.

Vision: Gateway to Support

The ISC vision is *Gateway to Support* or in the longer form *Your Gateway to Superior Support Solutions*. What this means:

- *Your*: This tells our focus...the people we serve. We are talking to all men and women of the Coast Guard and telling them we want to build a team with them as we serve the people of this country.
 - *Gateway*: The arch is the symbol of St. Louis as the Gateway City to our country's expansion to the West. So the Integrated Support Command is a gateway providing a wide number of support services to the Coast Guard in America's heartland.
 - *Superior Support Solutions*: This means going above what is expected to delight our customers.
-

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2.1 Organizational Leadership, Continued

Mission Support successful Coast Guard mission execution anytime, anywhere - through dedication, foresight, and innovation.

Core values The ISC holds to the Coast Guard values of Honor, Respect, and Devotion to Duty. These describe how the ISC team treats each other and others.

Vision deployment All ISC managers and supervisors shall understand, and incorporate, the ISC vision in their daily work. The following examples show how to do this:

- Conducting welcome aboard interviews by the command, division officer, and supervisor, which explain ISC's customer focus to new employees.
- Constantly reminding employees of the vision by keeping it visible through use in award citations, on certificates, on placards, and signs.
- Recognizing individuals publicly for excelling in customer service.

Executive Steering Committee (ESC) purpose The Executive Steering Committee (ESC) operates within the guidelines specified in ISCSTLINST 5351 (series). The ESC is the senior leadership group which looks to the future and plans so that the ISC is best able to meet tomorrow's challenges and take advantage of its opportunities.

Executive Steering Committee Members The Executive Steering Committee (ESC) is composed of:

Team Leader	Commanding Officer
Members	Executive Officer Division Officers Civilian Employee Representative Reserve Representative Command Master Chief Facilitator Executive Secretary Note: Any member of the ISC may sit in on an ESC meeting with prior notification to their division chief.

Continued on next page

2.1 Organizational Leadership, Continued

Purpose of the Executive Steering Duties

The purpose of the ESC is to lead ISC St. Louis in implementing the Baldrige criteria across the unit by:

- serving as a leadership forum
 - maintaining the unit visions, mission, and core values
 - carrying out strategic planning
 - serving as a communication forum
 - championing customer focus unit wide
 - overseeing human resource development and planning
 - implementing a balanced scorecard, and
 - chartering cross functional teams.
-

Employee empowerment as a leadership principle

Empowerment is defined as the authority to not only serve the customer but also to effect change to the processes that deliver those services. All employees are empowered to effect changes, which improve service delivery or efficiency to those processes within their control. Processes controlled by others must be changed through the process owner.

Executive Steering Committee monitors performance

Senior leadership uses the following methods to monitor the health of the organization. The ESC monitors performance in the three dimensions below. The ESC uses this feedback in updating its strategic plan.

Performance dimension	Means of Monitoring
Customer Alignment	<ul style="list-style-type: none">• Visits to customer units• Attending Eighth District conferences and teleconference staff meetings• Customer surveys and comment card
Employee satisfaction	<ul style="list-style-type: none">• Crew breakfasts with the CO• Semiannual climate assessments• Management by walking about• Performance evaluation process• Exit interviews
Organization Performance	<ul style="list-style-type: none">• Balanced Scorecard• Annual Baldrige self assessment

Continued on next page

2.1 Organizational Leadership, Continued

Leadership growth and learning

All petty officers, chief petty officers, civilians in supervisory positions, and officers are part of the ISC's leadership. To achieve its vision, all leaders at all levels must lead their parts of the organization in achieving its goals. Further, these individual's performance in demonstrating leadership skills is evaluated either semi annually or annually. Thus, it is the ISC's policy to intentionally help these persons develop their leadership skills. The following are examples of resources and initiatives:

- Leadership library. The ISC maintains a library of leadership books and materials available to all personnel. Chief, Personnel Services Division maintains the library.
- Leadership training and discussions. The training officer will obtain and sponsor leadership training programs annually for ISC personnel. In addition, the training officer will schedule periodic leadership training/discussions using materials such as the leadership modules available through the CG Leadership and Quality Institute (LQI).
- Professional development study groups. The ISC senior leadership strongly encourages professional development study groups to help individuals advance or become qualified for more senior positions. Operations permitting, a reasonable amount of time during the workday is authorized subject to division officer approval for these types of groups.
- Coast Guard Mentor Program. The ISC maintains a cadre of trained mentors. The Career Development Advisor is responsible to plan, promote, and carry out the CG mentor program within the ISC.

Structure of the ISC as a streamlined support organization

In 1996, the Coast Guard separated its operations functions from its support/logistics functions at the field command level. From that reorganization ISC St. Louis was established which combined the former Second District support functions with the industrial base functions. At that same time, the operations functions were relocated to the Eighth District. From that reorganization ISC St Louis was aligned internally into four divisions. The divisional organization includes: Personnel (p), Industrial Engineering (i), Comptroller (f) and Force Optimization and Training (pf). This organization is described in enclosure (2) as a very flat structure with no layers of redundancy. Thus, each individual is critical in delivering services to the customer.

Continued on next page

2.1 Organizational Leadership, Continued

Leadership and communication policy

All leaders throughout the ISC are responsible for clearly and simply communicating the organization's direction, mission, and goals. Leaders shall use the following to do this:

- **ISC Web page.** This provides ISC personnel and customers a single source for all policies (e.g., mission, vision, guiding principles, strategic/action plan, unit instructions) and procedures (Customer Service Handbook, Standard Operating Procedures) published by the ISC. Division Officers shall keep the division information current. The Chief Admin Section shall keep all other information current.
 - **Structured meetings (all hands, staff, and ESC meetings).** Supervisors shall meet regularly with their personnel to discuss current activities, review future direction, and answer questions. Methods include monthly all hands, weekly staff meetings (division and branch level), and monthly ESC meetings. The ESC meetings are open to all personnel. Those desiring to attend shall coordinate through their division officer.
 - **Biweekly notes.** The biweekly notes provide a consistent means to inform the MLC, key customers and the ISC staff of support challenges and accomplishments. All leaders shall provide this information to the executive officer via their division officers.
-

2.2 Public Responsibility and Citizenship

The ISC as a member of the St. Louis community

In addition to pursuing performance excellence within the Coast Guard, the ISC is committed to being an outstanding member of the local community. As a member of the local community, the ISC receives many benefits. Therefore, the ISC has an obligation to give back. By working with others, we achieve a greater good than would be achieved individually. The ISC is committed to good community citizenship.

Partnerships with St. Louis commands

It is ISC policy to join with other St. Louis area Coast Guard commands and engage in partnerships to help reduce costs, to create better results through teamwork, and to promote the Coast Guard community. The ISC supports and encourages these partnerships. For example: resource sharing and cooperation through joint standing committees such as the morale committee.

Community service policy and participation

ISC St. Louis strives to be a leader in the local community. Listed below are the command principles for community assistance listed in the order of importance with examples of current initiatives.

Principle	Examples
Help young people by promoting education and serving as role models	<ul style="list-style-type: none">● Partnership in Education● Ground Hog Shadow day● First Book Charity● Take your children to work day
Help military service organizations and members	<ul style="list-style-type: none">● USO● CG Mutual assistance drive
Help those less fortunate	<ul style="list-style-type: none">● 100 Neediest Families● Combined Federal Campaign

Continued on next page

2.2 Public Responsibility and Citizenship, Continued

Partnership with the community

The ISC partners with community based organizations through membership and partnerships. These associations are encouraged and promoted. Examples include: U.S. Navy League AOR representative and USO Board of Directors representative.

Community consideration

Many ISC activities are regulated, or heavily influenced, by our community. In the following areas, it is Coast Guard and ISC policy to be proactive in complying with all laws and regulations:

- environmental Compliance
 - recycling Programs
 - energy Conservation, and
 - ethical conduct of business.
-

3.0 Strategic Planning

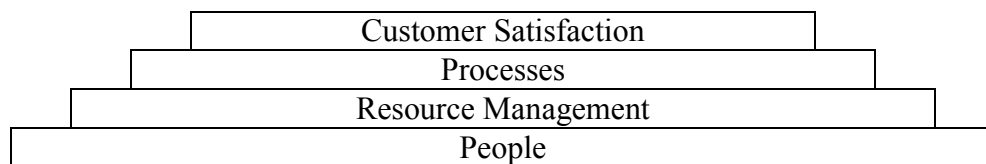
Introduction Someone said, "Vision will get you to the starting line however it takes hard work and focused energy guided by a sound strategy to win the race."
Consistent organizational success requires long range or strategic planning. Strategic planning is the process the ISC uses to step away from the daily press of business and look to the future. This planning is designed to engage the entire ISC in developing a plan which helps it achieve its vision...
Gateway to Support. This chapter explains how to formulate, communicate, and then execute the plan.

3.1 Strategy Development

Introduction to strategy development Strategy development is the process the ISC uses to develop its long range plan. A well developed plan should help strengthen the ISC's organizational performance. This section explains how the ISC goes about the planning process in a methodical and repeatable way.

Who leads planning The Executive Steering Committee leads the ISC in implementing the Baldrige Criteria and developing its strategic plan.

Strategic planning is built around key business drivers (KBD) The strategic plan is built on four themes which the ISC defines as Key Business drivers. Key Business Drivers are those themes the ISC must focus on to improve performance. ISC St Louis Key Business Drivers are listed and explained below:



Continued on next page

3.1 Strategy Development, Continued

Hierarchy of key business drivers

The ISC Key Business Drivers build upon each other. The foundation for all the ISC does is its:

People.

The trained and motivated work force, combined with buildings, equipment and dollars, when managed prudently resulting in wise:

Resources management.

People and resources come together in an organization to deliver the products and services the customer needs. These are delivered through:

Processes.

The ISC must constantly improve its processes to deliver products and services cheaper, faster, and always move in line with customers' wants and needs. But, ultimately the ISC exists to provide:

Customer satisfaction.

Planning process review and update

To retain value, all plans must be continually reviewed and updated. Strategic planning includes the processes used to review and update the Key Business Drivers (key business drivers are those things that the ISC must do well to succeed), the Strategic Plan, and Strategic Planning Process. The elements are reviewed on a regular basis and updated as indicated in the table.

Element	Frequency
Key Business Drivers	Annually
Strategic Plan	Semiannually
Strategic Planning Process	Annually

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3.1 Strategy Development, Continued

Data used in the planning process

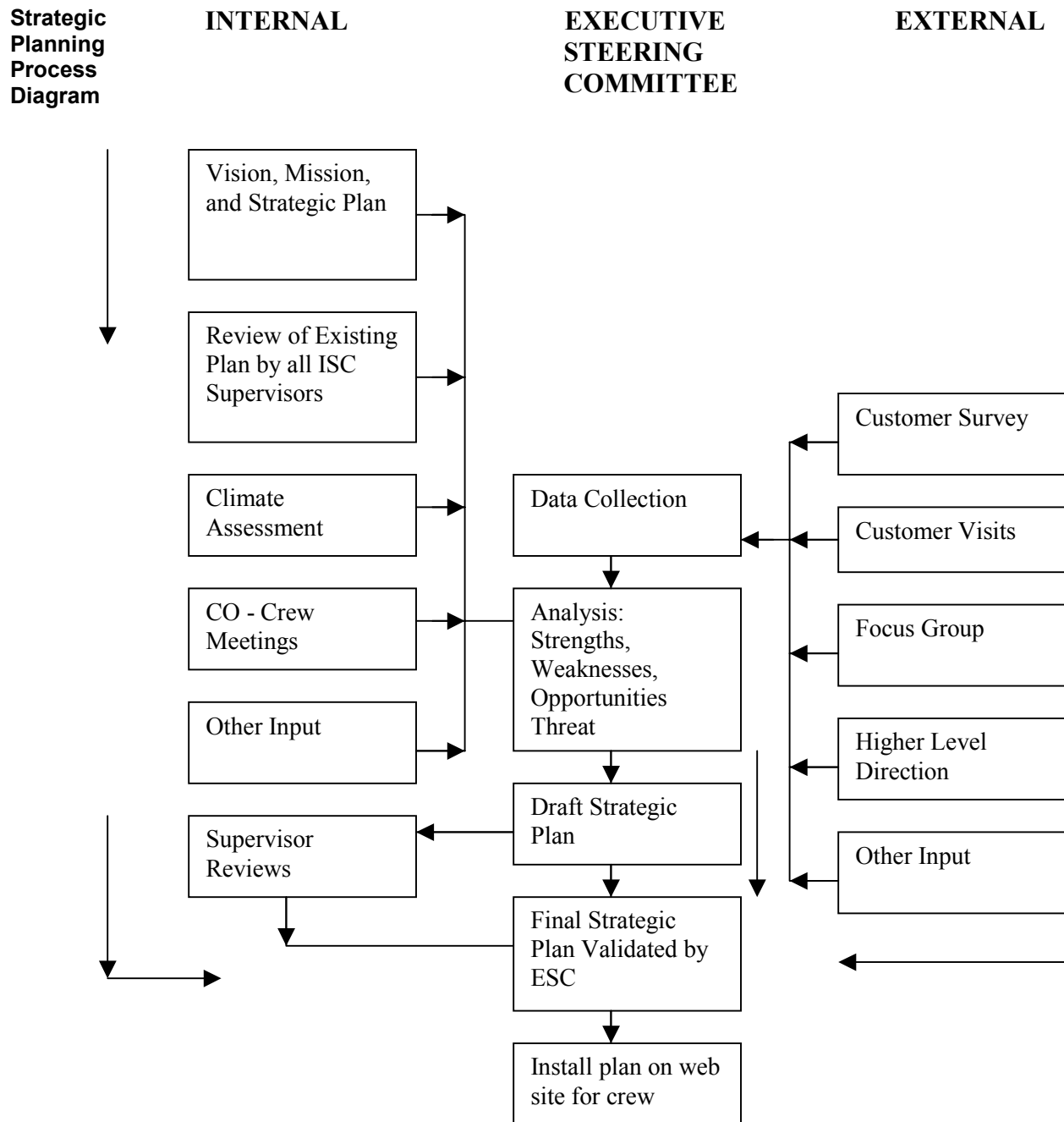
- **Customer Requirements** - Customer feedback is obtained through the mechanism defined in section 7.1. Customer input is essential to successful strategic planning.
- **Other ISC Data** – Information on performance data of other ISCs is used in planning. Comparative data is addressed in section 4.2.
- **Stakeholder Direction:**
 - Commandant Direction
 - LANTAREA Direction
 - MLCPAC Strategic Directives
 - Eighth District Regional Strategic Assessments(RSA)
- **Risks** - Risks are assessed in the planning process. Some risks include:
 - Changing Administration
 - Social Changes
- **Capabilities** - When planning, all capabilities are reviewed to develop strategies.

Planning process improvements

Prior to beginning semiannual strategic planning, the ESC shall meet to review lessons learned from prior planning cycles. The ESC shall incorporate these lessons into the next planning cycle. The goal of planning process improvement is to shorten the planning period and improve the efficiency of the planning process.

Continued on next page

3.1 Strategy Development, Continued



This diagram is read top down. The arrows show the flow of information used to prepare, validate and distribute the strategic plan.

Continued on next page

3.2 Strategy Deployment

Introduction to strategy deployment	Strategy deployment is the process the ISC uses to translate the strategy into action plans and communicates these plans to employees. This includes following up on the measures in gauging progress in attaining the goals.
Strategic plan distribution	Communicating the plan to all employees is critical to the ISC's achieving its vision. The strategic plan, in an easy-to-reference one-page format, shall be distributed by the division officers to ISC personnel during discussions, division meetings, and via the ISC website. This plan is shown in table 3-1. The plan is explained below.
Strategic plan translates strategies into actions	<p>The strategic plan is a document generated and updated by the ESC. Within each strategy, action items are prioritized. This format provides ease of reference (see table 3-1). The plan is organized in four columns as follows:</p> <ul style="list-style-type: none">• Key Driver (Key Business Driver)• Strategy• Action, and• Measure
Strategic and action plan implementation	The ESC meets monthly to track progress in achieving the plan. In addition, the executive officer tracks progress using the issues report. The issues report is a suspense report showing open projects assigned by division officer. Together these two tools are key to helping keep the ISC on track in pursuing the plan.

4.0 Information and Analysis

Introduction

To make sound business decisions the ISC must put in place a system to gather and evaluate performance data. The Balanced Scorecard is a tool to monitor performance and help the ISC move toward its vision. The Balanced Scorecard is described in detail in the book *Balanced Scorecard* by Kaplan and Norris and the book *Keeping Score* by Mark Graham Brown.

4.1 Measurement of Organizational Performance

Introduction to measures of organizational performance

ISC St. Louis measures performance for each of the four key business drivers: customer satisfaction, processes, resource management, and people. By developing and implementing this Balanced Scorecard of measures it reinforces desired behaviors determined important by the ESC. Additionally, it provides all ISC St. Louis personnel a tool to show the link between their actions, the measures and the strategic plan.

Measurement system design and data selection processes

The Executive Steering Committee is assigned by policy to develop and maintain the ISC Balanced Scorecard. The process includes selecting key processes and the associated best measures. The ESC shall select measures using data which is:

- tied to key business drivers
- available on a quarterly or more frequent basis, and
- readily available (look to use data already being collected).

The below chart shows how the ESC selects data to measure. The process is made of three parts. Each part includes a selection process. The ESC shall use this process to develop the Scorecard and in developing the criteria used in selecting the Key Business Drivers, Key Processes and best measures.

Continued on next page

4.1 Measurement of Organizational Performance, Continued

Using categories to balance measures

The ESC shall ensure the Balanced Scorecard incorporates measures from each category below. This will help ensure a balanced set of measures:

- customer satisfaction
 - product/service performance
 - supplier performance
 - market and financial performance, and
 - human resource performance
-

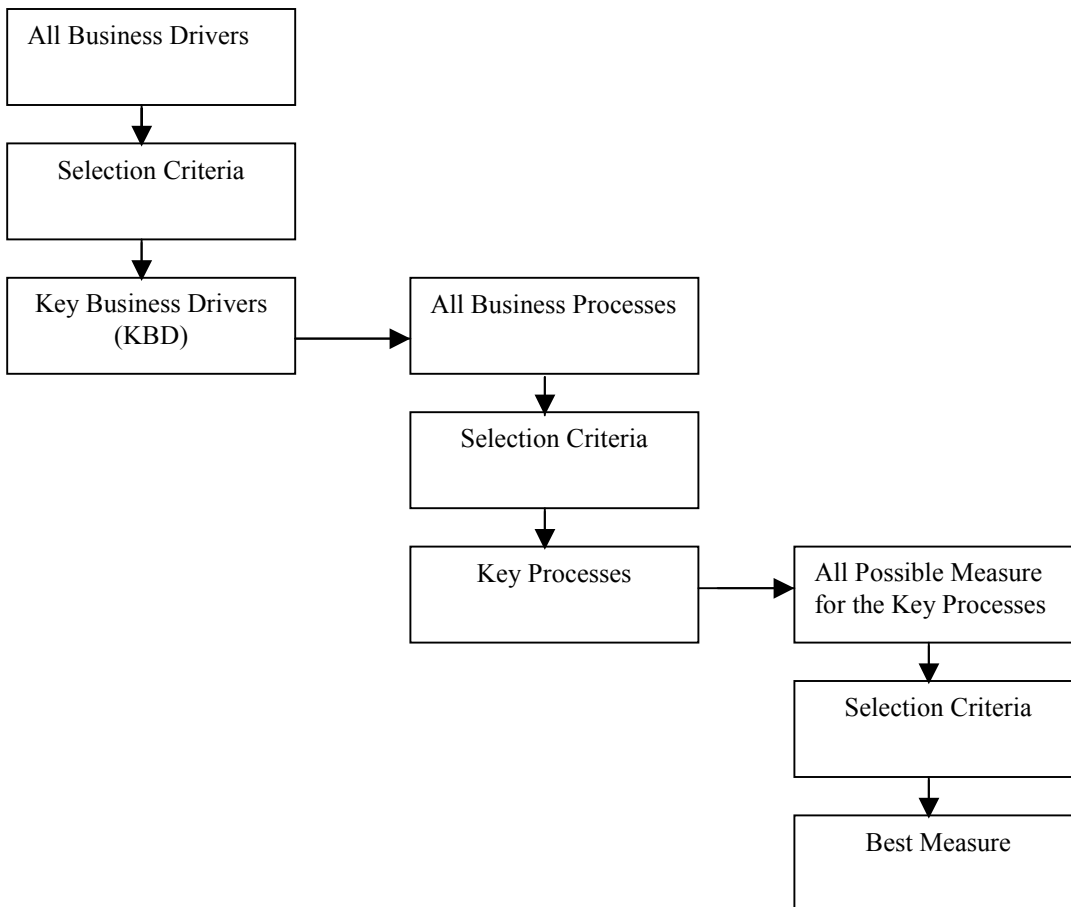
Measurement plan form links measures and strategic plan

The ISC St. Louis ESC uses the Measurement Plan form (see table 4-1) and Trend Analysis form (see table 4-2) to document each measure in the Balanced Scorecard. This form prompts the ESC for the data needed to fully define the measures and shows how the measures link to the strategic plan and thus the ISC's vision and mission.

Continued on next page

4.1 Measurement of Organizational Performance, Continued

MEASURE SELECTION PROCESS CHART



This chart is read top down, left to right. It shows the selection process the ESC uses to identify the best measures for the strategic plan.

Continued on next page

4.2 Analysis of Organizational Performance

Introduction to analysis of organizational performance

The Balanced Scorecard gives a big picture view of the ISC's performance. The next step is to organize this information, analyze it, draw conclusions, and take action to improve performance. This section deals with the analysis process and taking action. The people of ancient Greece tell a story of a man who spent much time walking around counting the stars only to fall into a hole. The man was so absorbed in irrelevant data and measuring it, that he missed the relevant data (the hole) and fell in. Even the Greeks understood that data alone without practical application is pointless.

Monitoring overall performance through the balanced scorecard

The ESC evaluates the overall performance of the ISC at its quarterly meetings where the measures in the Balanced Scorecard are reviewed. The Balanced Scorecard is the primary tool for to monitor performance. Also, division chiefs are tasked to meet with their division leaders, usually the branch chiefs, to plan actions that keep performance measures within goals.

Role of other measures beyond the balanced scorecard

The Balanced Scorecard records measures for key processes used to give a big picture of ISC's performance. Work groups may use other process measures to identify underlying problems and initiate improvement. Division officers shall identify other measures using the concepts described in this chapter, which they use to monitor and manage internal work processes.

Selection and use of comparative information

Comparison against the performance of others provides an objective standard against which to measure unit performance. Because there are a broad range of services provided by ISC St. Louis, comparison data is normally obtained from among a large number of governmental and private entities. Comparative data is used in developing the Balanced Scorecard to help set performance goals and standards. However, an important additional benefit gained from using comparative data is being able to identify the actual *best* practices others are using. One can then adopt those practices to improved performance. The following are sources of comparison data:

- federal/state/local law
 - Coast Guard established standard
 - accepted professional standards and practice
 - private/public entities which complete comparable tasks, and
 - other ISCs.
-

5.0 Human Resource Focus

Introduction

A motivated, trained, and equipped work force is the foundation for achieving the ISC's vision of being the Gateway to Support. Human Resource focus is how ISC supports, develops, and utilizes its people to their full potential within the goals of the Coast Guard. ISC St. Louis will build and maintain a work environment to achieve performance excellence. Treating people right is a key to success.

5.1 Work Systems

Work system introduction

How work and jobs are designed, compensation, recognition, career, and work related practices are carried out either adds to or takes away from the ability to deliver superior services. The ICS's policy is to put in place work systems, programs, and policies which foster high performance.

How work is organized for high productivity

ISC St. Louis is organized by functional specialties into four divisions. The divisions are Comptroller, Personnel Services, Force Optimization, and Training, and Industrial Engineering services. These divisions are broken down further into Natural Work Groups, which are referred to as branches. The ISC emphasizes using team approaches to carry out work. The various types of teams are described below:

Team	Description
Natural Work Groups	These are groups of people who naturally work together to solve problems and deliver services. Natural Work Groups are also assigned to continuously review and improve their work process. Natural Work Groups historically have produced the most successful process improvements. Work Group members support change based on ownership of the improved process. Participants typically implement the changes since they have direct input to the planning process.
Task	Morale and advisory committees are examples of Task Teams. They bring together the best ideas and address individual tasks, issues or problems. The teams may be long term or short standing. Normally, Task Teams are chartered by unit instruction.

Continued on next page

5.1 Work Systems, Continued

How work is organized (continued)

Team	Description
Cross-functional	Cross functional Teams bring together members of separate work groups to improve a specific process. These teams have the potential to leverage resources across the organization to gain the most benefit. Team membership generally includes process members, customers, suppliers, and other stakeholders. Normally, these are chartered by the ESC.

Human resource dimensions

People are the foundation of the Coast Guard and the ISC. Human resource development is complex. All managers shall consider human resource management through its various dimensions when making workforce assignments and policy decisions. These principles are applied by ensuring people are:

- fitted to their duties, which includes having the training, education, equipment, and tools required
 - healthy and remain healthy through proper nutrition, fitness, medical, emotional, mental, and dental care
 - motivated to perform their duties knowing they are adequately compensated, are valued by the organization, will be treated fairly, and will be recognized for superior performance, and
 - encouraged and empowered to continually improve processes, and to facilitate flexibility and speed, with the goal of delighting customers.
-

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5.1 Work Systems, Continued

**Work process
planning
factors**

Construction, facility interior design, and workspace planning optimize work force efficiency and result in superior customer service. ISC managers will specifically address the following in work planning:

- work force efficiency and comfort
 - ease of customer service
 - efficient process flow, and
 - ergonometics.
-

**Performance
evaluations**

Frank and open two-way communication is key to the ISC's success. All ISC supervisors, the entire rating chain, and employees will engage in two-way performance system communication. Performance reviews are required by the respective performance evaluation systems. Supervisors shall:

- Complete evaluations timely.
 - Provide written and verbal performance feedback, as needed. If a person's performance is unacceptable they shall be given written notification of their shortfalls and an explanation of what must be done to improve.
 - Listen as much as they talk during the performance counseling sessions.
 - Evaluate employees on how well they serve the customer.
-

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5.1 Work Systems, Continued, Continued

Recognition system

An important part of a positive work environment is to have people feel genuinely appreciated by others. Taking time to recognize and praise good performance is not just the supervisor's job. Therefore, all supervisors and employees will recognize and reward superior performance. The Rewards and Recognition Handbook (COMDTPUB P1650.37) is a good reference. Here are examples of the methods the ISC uses to recognize individuals and teams:

Formal Recognition	Description
Person of the Quarter	Non supervisor civilians and junior enlisted.
Team Commendation	All, used to recognize teams (CG Medal and Awards Manual, COMDTINST M1650.25B).
Personal awards	Military member recognition (CG Medal and Awards Manual COMDTINST M1650.25B).
Federal Executive Board Employee of the Year Award	All, nominations submitted in various categories.
Administrative remarks, pg7	Military enlisted members, becomes a permanent part of the members record.
Letters of Appreciation	All, can be from ISC commanding officer or the MLC commander.
On-the-Spot Cash/Time Off	Civilian employees, normally include a letter of appreciation.
Informal Recognition	Description
Saying "thank you"	It is that simple to say thank you.
COs "thank you" at all hands	Send an email to the CO thanking someone and he will read it at all hands.
Thank you notes & emails	Send a thank you note or email to the person.
Customer Comment Cards	Fill out a Customer Comment Card, it will get to the CO.
Oar Award	Recognizes the person or team who "pulls" extra hard.

Continued on next page

5.1 Work Systems, Continued, Continued

Compensation system

While recognition allows an employee to feel appreciated, appropriate compensation ensures employees are adequately paid for employing their skills and that their superior results get superior compensation.

Compensation	Description
Promotion and Advancement	Military personnel have a well defined advancement and promotion system. Individuals who develop their skills are advanced. Civilian employees are given the opportunity to compete for career progression positions giving them an opportunity to advance within the Coast Guard.
Liberty, special liberty and administrative leave	Division Officers have the authority to grant time off for military members for superior performance.
Performance, Time Off On-the-Spot Cash Awards	Civilian employee's superior performance may be recognized with cash awards and time off awards.

5.2 Employee Education, Training and Development

Introduction to education, training and development

Training and education systems build employee knowledge, skills, and capabilities leading to improved employee performance. When aligned with organizational goals this will lead to improved performance and superior customer satisfaction. Coast Guard and ISC policy place responsibility for employee education and training jointly on the supervisor and employee. The ISC uses individual training and development plans for all employees. The ISC carries out training through three means: formal, informal, and on-the-job described below.

Training	Description
Formal	<ul style="list-style-type: none">• Nonresident Class "C" schools• Resident Class "A" Schools• Commercially procured and targeted just-in-time training• Special emphasis seminars
Informal	<ul style="list-style-type: none">• Monthly all-hands Command training

Continued on next page

5.2 Employee Education, Training and Development, Continued

Introduction to education, training and development, (continued)

Training	Description
On the job	<ul style="list-style-type: none">• Daily mentoring, coaching, and training on specific job skills• Branch level skill training

Education

Education is normally defined as general knowledge compared with training which is usually more specific to equip an individual to perform a specific task. The Coast Guard recognizes that formal education is the foundation for senior management positions. Due to the specialized nature of the educational opportunities it is the Career Development Advisors (CDAs) responsibility to counsel members in educational opportunities. Educational opportunity examples are below.

Opportunity	Description
Off duty education	Variety of correspondence courses for post and undergraduate degrees, and hundreds of specific courses for personal/professional development. Variety of traditional education opportunities, including local community colleges, state universities, and several private universities that cater to the military member.
Education equivalency testing	Free checkout and testing of CLEP and Annenberg courses.
Full time education assignments	Commandant of the Coast Guard sponsors full time educational opportunities for enlisted, civilian, and officers to attain associate, bachelor or graduate degrees.

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5.2 Employee Education, Training and Development, Continued

Development Personalized career counseling and personal mentoring of employees, coupled with caring supervisors, are cornerstones of employee development. ISC supervisors shall promote employee development through the following established programs:

- Career Development Advisor (CDA)
 - Mentoring program, and
 - Performance evaluation counseling periods (see the individual training record at the end of this section).
-

5.3 Employee Well-Being and Satisfaction

Employee well-being and satisfaction introduction

How the ISC creates a work environment and employee support climate will contribute to the well-being, satisfaction, and motivation of its employees. The ISC's policy is to put in place programs and policies, which foster this environment and climate.

Creating a safe & healthy work environment

Employee safety and health is essential to organization success. Recognizing this, ISC St. Louis supervisors shall be knowledgeable of and utilize the following Safety and Environmental Health resources:

Resource/Program	Description
Safety and Environmental Health Specialist	Maintenance and Logistic Command Atlantic Environmental Health and Safety Specialist is collocated with the ISC and is available to consult with supervisors on health and safety.
Safety committee	Industrial Division Chief chairs this committee which meets quarterly to identify and take action on potential safety concerns.
Material inspections	Commanding officer completes quarterly walk through inspections of the facilities to identify hazardous conditions.

Climate survey

The ISC uses the 12 Questions from *First Break all the Rules* as the basis for its periodic climate survey. These questions are based on the concept "people join organizations but leave supervisors". Thus the supervisor has the single greatest influence in creating a positive work environment for their employees. The 12 Questions tell all supervisors anywhere in the ISC the 12 things they should focus on to create a positive work environment. The Executive Steering Committee also uses the score as a measure of the ISC work climate and to get comments from the crew on ways to improve. The survey form is provided as an enclosure at the end of this section.

Continued on next page

5.3 Employee Well-Being and Satisfaction, Continued

Employee satisfaction Monitoring

Satisfied employees are more productive which will likely lead to enhanced customer satisfaction. ISC St. Louis leadership uses the following to gauge employee satisfaction. The ISC Executive Steering Committee (ESC) shall use feedback to modify policies to increase employee satisfaction.

- Climate survey – 12 Questions from *First Break all the Rules*
- Crew and commanding officer breakfasts (quarterly)
- All hands question and answer sessions (monthly)
- Direct feedback to supervisor
- Work-Life staff
- Command Master Chief
- Coast Guard Chaplain
- Human Relations Council, and
- Command Civilian Advisor.

Initiatives promoting employee satisfaction

Employee satisfaction is an important element to achieving organization success. Satisfied employees are typically employees engaged in work which is meaningful and appropriate to their skill. It also includes having access to programs which help them balance work and life demands. All supervisors shall be knowledgeable in the following programs, policies, and resources, and promote their use among employees to enhance employee wellbeing and satisfaction:

Continued on next page

5.3 Employee Well-Being and Satisfaction, Continued

Family and Personal Assistance
Employee Assistance Program Coordinator Family Programs Specialist Coast Guard Chaplain Command Master Chief Ombudsman and Special Needs Coordinator
Work Hour Flexibility
Flex-time Compressed Work Week Schedule
Career Planning
Career Development Advisor (CDA) Mentoring program Transition and Relocation Assistance Manager
Health and Well-Being
Health Promotion Coordinator Wellness committee Fitness facilities
Social/Diversity
Morale Committee Human Relations Council
Financial Assistance
Coast Guard Mutual Assistance Program Civilian leave donation program Personal financial management counseling
Leave and Relocation (Military)
Emergency Leave Program Humanitarian Assignment/Transfer Transition and Relocation Manager

6.0 Process Management

Introduction

Process management is the system the ISC uses to manage and control key processes within the four key business drivers - customer satisfaction, processes, people, and resources management. Process management describes how the ISC improves its processes with the goal of improving the quality of products and services offered to its customers. This chapter explains how the ISC manages:

- product and service processes
 - support services, and
 - supplier and partnering processes.
-

6.1 Management of Products and Service Processes

When process design is required

ISC division officers and supervisors are responsible for designing the processes their staffs use to deliver services and products. People infrequently think of intentionally designing work processes to deliver services. However, if intentional process design is neglected it will happen unintentionally. The following events may require process design or redesign:

- new customers
 - customers request changes in services
 - delivery requirements change
 - resources change (financial, physical, and personnel)
 - technologies change, and
 - measurement results.
-

Process design and flexibility

Flexibility is an important concept in process management and organizational design. Flexibility is the ability to adapt quickly to changing requirements. Flexibility includes rapid changeover from one product or service to another, rapid response to changing mission or demand, or the ability to deliver a wide range of services.

Continued on next page

6.1 Management of Products and Service Processes, Continued

**Team based
approach to
process design**

ISC division officers and supervisors shall use teams to design processes. Teams should have the minimum number of persons to get the job done. When the process is cross-functional, teams must include persons from all functional areas plus a customer representative. A trained facilitator shall normally facilitate these teams.

**Customer and
process design**

Chapter 1.0 shows the ISC customers and segments. Managers and supervisors shall include customer participation in process design. It is hard to conceive of the possibility of being able to delight the customer without involving him or her in the product and service design process. Also, customer satisfaction often rests on the customer understanding the ISC has limited resources to deliver services. Educating the customer to control expectations is part of the design process.

**How to
document
processes**

ISC division officers and supervisors shall document product and service processes in a standard way. This standard method called *process guides* shall be written using structured writing. Structured writing is a way of writing that makes it easy for individuals to look up information quickly without having to read an entire text. These process guides are combined to create the ISC Customer Handbook. The Customer Handbook is written for the customer, so the customer can easily understand what is needed to start a process, what will come out of the process, and when and what to do if the item promised is not delivered. The Handbook is also written for the ISC members delivering the services to the customer. In a way, the Handbook is like a contract with the customer, as it tells the ISC members what the ISC promises to deliver and when. Because customer use and acceptance of the Handbook will only happen if the customer knows the information is current and correct, the ISC will annually update the Customer Handbook. See the enclosures at the end of this section for process guide structure and a sample process guide.

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6.2 Management of Support Services

Support services

Service delivery depends not only on the processes, which directly serve the customer (a cutter overhaul), but also on the quality of internal support service processes such as personnel payroll. Long term delivery of high quality products and services depends on both support processes (internal) and service delivery processes (external) being aligned. Because the ISC is a support organization most of the ISC's processes serve both the customer (external) and the ISC members (internal). For example, the ISC procures materials for its customers and for the members of the ISC. Consequently, to separate support process from product and service processes is not easily done, so these processes are addressed together in section 6.1.

6.3 Management of Supplier and Partnering Processes

Managing suppliers input

What the ISC's customers get depends not only on how well the ISC personnel and processes work, but also on the ISC's suppliers' input to those processes. If an ISC supplier fails to deliver as promised causing the ISC to fail to deliver to a customer, blaming the supplier doesn't satisfy the customer. Therefore, ISC supervisors shall intentionally manage supplier input. ISC division officers and supervisors shall use the methods below to manage the quality of the supplier inputs.

Sample supplier input control methods

Processes	Supplier Input Control Methods
Housing	Publish Customer Handbook
Procurement	Vendor information package List of preferred vendors
Industrial Engineering	List of preferred vendors
Personnel Reporting Unit	Train unit Admin Officers
Transportation	Hold information seminars

Continued on next page

Process Guide Structure

Process guide Structure	<p>The following process guide description shows how the ISC documents its processes. By establishing a standard structure, the entire ISC has a common process to follow in documenting its work processes.</p>
Required v. optional blocks	<p>The process guide is composed of required and optional blocks. Each of the blocks are explained in detail in the blocks below.</p> <p>Required Blocks:</p> <ul style="list-style-type: none">• Title• Who this is for (first block)• Purpose• Process description• Results and follow up (second to last block), and• Point of Contact (last block) <p>Optional Blocks:</p> <ul style="list-style-type: none">• Reference• Procedures, and• Enclosures
Title	<p>Use the common name to describe the guide. This is normally two words a noun and a verb in the gerund ("ing" ending form). For example: Applying for Mutual Assistance.</p>
Who this is for	<p>This tells to whom this information applies. It identifies the potential customers who will use the process.</p>

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Process Guide, Continued

Purpose	The purpose block states the process covered by the process guide.
<hr/>	
Step action chart	Most process guides should contain a process table or sometimes called a step action chart.
<hr/>	
Result and follow-up	This tells the reader what they can expect from the process and when. Further, it tells the customer what to do if the customer does not get the items as requested. This is important, as the person serving the customer may not know if the person ultimately gets the item promised. For example, morale checks are mailed out within five days of the ISC receiving the field unit Morale Reports. If the unit does not get the morale check the ISC will not know unless the unit calls the ISC.
<hr/>	
Point of contact	List the position of the point of contact with phone number and fax number. Names of individuals will not be used.

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Managing the Person of the Quarter Awards

(Sample Process Guide)

Who this is for This information applies to:

- Integrated Support Command St. Louis personnel.

Purpose How to manage the Enlisted and Civilian Person of the Quarter nomination, selection and award process for ISC St. Louis.

Criteria Use the following criteria when nominating personnel for awards:

	Enlisted Person of the Quarter	Civilian of the Quarter
Grade	E-6 and Below Active and Reserve	GS11 or WL10 or NF2 and below
Character	<ul style="list-style-type: none">• Integrity and reliability• Entire quarter in position or on board• Good work performance• Courteous attitude, pleasant, cooperative• Performance noted is for the period• Community involvement	

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Managing the Person of the Quarter Awards (Sample Process Guide), Continued

Award selection process

This shows the process for nominating and approving awards:

Step	Action
1	Selection Committee Chairman polls supervisors NLT 2 nd Monday of March, June, September, December for EPOQ and COQ.
2	Selection Committee receives nominees NLT 4 th Monday of March, June, September, December
3	Committee selects award winner NLT 1 st Monday of April, July, October, January
4	Committee Chairman submits letter of appreciation to Command Secretary NLT 2 nd Wednesday of April, July, October, January
5	Commanding Officer signs letters of appreciation
6	Supervisors initiate and submit SF-52 for cash award. For the EPOQ, savings bond to be purchased and Navy League notified of selection.
7	Commanding Officer presents at 3 rd Wednesday of month all hands award ceremony in April, July, October, and January.
8	Facilities Manager initiates engraving of plates for award in Admin. Bldg. Within 7 days of the presentation.
9	Command Secretary to ensure picture of awardees taken and posted in Admin. Bldg. within 7 days of presentation.

Who manages awards

Award	Chairperson	Committee
EPOQ	Command Master Chief	Chiefs Mess
COQ	Senior Civilian	Plus 2 Managers

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Managing the Person of the Quarter Awards (Sample Process Guide), Continued

Awards

The following are presented to the award winners:

Award	EPOQ	COQ
Letter of Appreciation	Yes	Yes
Cash	\$100 Bond	\$200 Cash
Liberty	48 hrs	3 hrs
Navy League Plaque	Yes	No

Enclosure

(1) Letter (sample)

**Results and
follow-up**

You can expect to receive confirmation that your nominee was select or not selected as the Enlisted Person or Civilian Person of the Quarter by 5 days prior to the all hands ceremony. If you do not receive confirmation call the point of contact at the number below.

Point of contact

If you need have questions or need assistance beyond the information provided here, contact:

Branch	Force Optimization and Training Branch
Position	Command Master Chief
Phone	314-539-3900; ext.346
Fax	314-539-2917

7.0 Business Results

Introduction

This is the most important part of this manual. The ISC's goal is to provide superior support by continuously improving how the ISC does its work. How does one go about continuously improving?... simply trying hard will not get you there.... you need a sound system or approach. The principles in the past six chapters provide a systematic way to prepare to deliver this performance. But this manual does not stop at Chapter 6, because results matter. Everything discussed so far is intended to lead the ISC to achieve positive performance results. Positive performance is defined as a three to five year period of improving data in each performance area: customer focused results, financial, human resource, supplier and partner, and organizational effectiveness. These performance areas are discussed below.

Examples of preparation and results

It is said that in learning to play golf, if you concentrate on swinging the club correctly and repeatedly, and get this down then it is just a matter of stepping up to the ball and swinging the club and the ball will fly perfectly every time. If you focus on hitting the ball with the club rather than focusing on swinging the club correctly you will probably fail. Learning to perfect your swing is the key to good golf. But stop there and concentrate on swinging only and you will never hit the ball. Because at some point you have to step up and actually connect with a real ball and the ball will fly in the right direction...results. A few years back people complained that Total Quality Management was activity for activity sake, like swinging the club, but never producing any results, you never hit the ball. This concept is now new, President Abraham Lincoln had to contend with General McClelland who constantly prepared the Army of the Potomac for war, but always found an excuse why he could not fight. Activity without results.

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7.1 Customer Focused Results

Customer satisfaction results

The ISC will measure customer-related performance. Customer-related performance is performance relative to measures and indicators of customers' perceptions, reactions, and behaviors. Examples include customer retention, complaints, customer survey results, and changes in demand for products and services. Customer-related performance generally relates to the organization as a whole. The ISC goal is to achieve positive customer related performance which is defined as a three to five year period of data with improving trends or data within control limits.

Product and service quality performance

The ISC will measure product and service quality. Product and service quality performance is performance relative to measures and indicators of product and service requirements derived from customer preference information. Examples include reliability, on-time delivery, defect levels, and service response time. Product and service quality performance generally relates to the organization as a whole. The ISC's goal is to achieve positive product and service performance which is defined as a three to five year period of data with improving trends or data within control limits.

7.2 Financial and Mission/Program Results

Introduction to financial and mission/program results

The purpose of measuring Financial and Mission/ Program Results is to achieve performance results along those broad indicators of overall organization performance. For example in private industry people think of the *bottom line* or how profitable a company is as a gauge of overall performance. The ISC's financial measures are not as convenient because government organizations do not measure profitability. Thus Financial Results and Mission/ Program Results are more difficult to measure than for a profit organization. These are discussed below.

Continued on next page

7.2 Financial and Mission/Program Results, Continued

Financial results

Financial results are objective measures of an organization's performance in monetary terms. Financial performance refers to performance using measures of cost and budget. Examples of financial measures include AFC30 and AFC90 funds execution and industrial program measures of overhead costs to direct labor costs. The ISC's goal is to achieve positive financial performance which is defined as a three to five year period of data with improving trends or data within control limits.

Mission/program results

Mission/program performance refers to non-financial measures used to assess the organization's success in achieving its intended purposes, goals, and objectives. This section may sound similar to Section 7.1 Product and Service Quality Performance. This section in contrast is a broader measurement area and deserves additional work. An example of a measure which may fit in the category of mission results may be (total value of services delivered) divided by (total cost to deliver those services). The ISC's goal is to achieve positive performance which is defined as a three to five year period of data with improving trends or data within control limits.

7.3 Human Resource Results

Human resource results

The ISC's ability to delight its customers is determined in large part by how effectively the ISC develops and employs its human resources. Therefore, the ISC will measure human resource performance results. That is how well the ISC is doing in the areas of employee well being, satisfaction, and development. How the ISC goes about improving human resource results is discussed in Section 5.3. The ISC's goal is to achieve positive human resource performance results which is defined as a three to five year period of data with improving trends or data within control limits.

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7.4 Supplier and Partner Results

Supplier and partner results

The ISC's ability to delight its customers depends on suppliers providing required material and services to specifications and performance standards. The ISC will measure supplier and partner performance results using the methods discussed in Section 6.3. Performance data will be collected on primary suppliers. The results allow ISC to manage its suppliers and to work with suppliers to better meet the customer's needs. The ISC's goal is to achieve positive performance which is defined as a three to five year period of data with improving trends or data within control limits.

7.5 Organizational Effectiveness Results

Organizational effectiveness results

The ISC will measure organizational effectiveness. These are measures of performance, which include legal and regulatory compliance as well as measures of efforts to improve the organization. The Baldrige self-assessment scores and compliance inspection scores fall into this category. The ISC's goal is to achieve positive performance in organizational effectiveness results which is defined as a three to five year period of data with improving trends or data within control limits.

ISC St. Louis Standing Orders

Purpose	The ISC St. Louis Standing Orders provides basic guidance of rules and regulations of ISC St. Louis.
Action	All personnel assigned or entering the limits of ISC St. Louis shall comply with all Coast Guard and ISC regulations and instructions.
XO/CO Request Mast	The chain of command is the primary tool of communication to redress problems within the command. It shall always be considered first and utilized whenever possible. However, any member may speak to the XO/CO when the chain of command fails to resolve problems, or if the person feels the subject matter is inappropriate for resolution within the chain of command. The chain of command shall be used to request a XO/CO request mast. No person within the chain shall hold or fail to act on any request to speak with the XO/CO. However if the requestor feels uncomfortable with this process the member may approach the XO/CO directly.
Alcohol Policy	<p>No officer or enlisted shall drink alcohol in any form while on watch. No officer or enlisted shall be relieved of watch by another member that in any way appears intoxicated or unfit.</p> <p>It is prohibited for persons under 21 years of age to consume alcohol or for persons to provide underage persons alcohol at ISC St. Louis.</p> <p>Consumption of alcohol is not authorized in the facilities or vehicles of ISC St. Louis.</p>
Drug Policy	No person shall take, possess, or introduce any illegal narcotic onto the ISC. No person shall possess or introduce drug paraphernalia onto the ISC.
Sexual Harassment	Sexual Harassment will not be tolerated at ISC St. Louis. The ISC adheres to the standards prescribed by the Commandant's Sexual Harassment Policy Statement. Violations of this policy will be dealt with swiftly and severely.

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ISC St. Louis Standing Orders, Continued

Search and Seizure

Probable cause for a search exists when facts and circumstances would lead a reasonable person to believe that a crime was committed and the person, property, or evidence sought is located in the place or on the person to be searched. Searches will normally be coordinated by the Executive Officer and conducted by CGIS. Search authorization can be obtained through a search warrant issued by a military judge or the Commanding Officer based on probable cause. Searches which do not require search warrant or a CO search authorization:

- **Common Area Searches** - those areas not specifically assigned to a specific individual (i.e. corridors, recreation rooms, workshops, offices, file cabinets, desks).
- **Apprehension Searches** - incident to a lawful apprehension, the person, the immediate area, the person's clothing, and anything the person is carrying may be searched immediately for weapons or evidence of the crime.
- **Consent Searches** - any area, item, vehicle, person, or assigned space may be searched if the individual who has possession or control provides consent.
- **Exigent Circumstance Searches** - where probable cause exists, but there is reasonable belief that the evidence or property will be moved, destroyed, or concealed before command authorization to search can be obtained.

Searches requiring authorization based upon probable cause are those where an individual has a reasonable expectation of privacy and has not provided consent. Such areas include assigned living spaces, personal storage spaces, POV's, and personal property.

Government Property

No person may use, remove, or possess any article of government property without proper authorization. Lost, stolen, and damaged property shall be immediately reported. "Borrowing" government property for personal use is prohibited.

Inspection of Property

ISC St. Louis personnel shall present all government property for inspection at the request of authorized property custodians.

Continued on next page

ISC St. Louis Standing Orders, Continued

Official Information

Only authorized personnel may hold, control, or possess official records, forms, or correspondences. Release of record information will be in accordance with the Privacy Act of 1974.

Security of Classified Materials and Controlled Exams

No person may remove classified material from its proper place of stowage without permission of proper authority, and then only as necessary for the performance of assigned duties.

No person having possession, custody, or control of classified material and controlled exams may knowingly deliver or divulge its contents to any person not authorized to receive or have knowledge of its contents.

No person may copy or record any portion of any classified materials without permission of proper authority. Copied classified material shall be handled and safeguarded as classified material.

No person shall possess classified material that is not necessary for the performance of assigned duties.

No person may remove classified material from ISC without the specific permission of the Commanding Officer.

All persons finding classified information adrift or unattended shall turn it in to the Executive Officer or Educational Services Officer immediately.

Government Vehicle

Government vehicles shall be used for official Coast Guard business only. Personnel using government vehicles shall possess a valid state driver's license and comply with the driving laws of the state of Missouri. Seat belts will be worn for the driver and all passengers. Passengers are prohibited from riding in the back of pickup trucks.

Continued on next page

ISC St. Louis Standing Orders, Continued

**Personally
Owned
Vehicles (POV)**

POV's operated on ISC St. Louis shall obey all regulations and state driving laws. Seat belts will be worn for the driver and all passengers. Riding in the back of pickup trucks is prohibited on ISC St. Louis.

Motorcycle operators must successfully complete the appropriate Motorcycle Safety Foundation course. A DOT approved motorcycle helmet properly fastened, shatter-resistant glasses or helmet shield, full finger leather gloves, long-legged trousers, long-sleeved shirt or jacket, and over the ankle sturdy-riding boots shall be worn.

Smoking

It is the ISC policy to discourage smoking and protect nonsmokers from involuntary exposure to cigarette, cigar, and pipe smoke. Smoking is prohibited in all buildings at the ISC except as noted below:

- Robert A. Young Federal Building – at designated locations.
 - Matthew Schlimme Building – at designated locations.
-

**Solicitors and
Peddlers**

General soliciting, selling, peddling, or canvassing on ISC is prohibited. Solicitors not furnishing essential services will not be allowed on ISC without an appointment.

Agent desiring to meet with ISC personnel to sell or discuss insurance, mutual funds, investment plans, securities must comply as follows:

- Visit the ISC during member's non-work hours.
 - Comply with COMDTINST 1740.2 (series).
-

Visitors

Visitors must be sponsored by a member of the military, civilian employee of the Federal Government, or by the Coast Guard Command. Sponsors are held accountable for the safety and conduct of their guests.

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ISC St. Louis Standing Orders, Continued

Fraternization	No person shall engage in improper relationships which do or may adversely affect discipline, morale, or performance. All personnel shall read the Personnel Manual, COMDTINTS M1000.6 (series), Chapter 8-H and comply with its direction on interpersonal relations.
Gambling	Gambling and wagering is prohibited on ISC St. Louis.
Gratuities	Compensation will not be taken or received from persons on ISC St. Louis for services that are performed in the line of duty. Compensation will not be received from contractors or any other person for official services rendered.
Hitchhiking	Uniformed personnel shall not hitchhike on public roads.
Indebtedness	ISC St. Louis members shall conduct their financial obligations responsibly.
Personal Telephone Calls	Long-distance calls of a personal nature to official and unofficial sources using government lines are not authorized. However, brief and infrequent local calls that must be addressed during the day may be made using government lines. Long distance calls within the local connecting area are authorized to arrange personal transportation.
Military Bearing	All ISC St. Louis personnel shall comply with standards required by Coast Guard Uniform Regulations, COMDTINST M1020 (series).
Military I.D. Cards	No person may possess more than one Armed Forces identification card (AFID). All information within it must be true and correct. All personnel shall have their AFID on them at all times.
Inappropriate Language	No person may use contemptuous, disrespectful, insolent language or gestures towards superiors or persons in authority. No person may use profane, obscene, vulgar language or gestures, or display such material on signs, clothing, or bumper sticker on ISC St. Louis.

Continued on next page

ISC St. Louis Standing Orders, Continued

Financial Dealings

Regulations strictly limit financial dealings including loans, gifts, and sales by and to persons in the chain of command. Individuals considering these dealings shall review and comply with COMDTINST M5270.8 (series).

Reports of Offenses

All persons shall report to the proper authority all offenses against ISC regulations, directives, and other lawful orders.

Authorizing Signature

K. E. Schumacher
Commanding Officer

Date

Organizational Description of ISC St. Louis

Introduction	The following provides narrative description of the ISC organization. It also identifies organizational relationships, command authority, and area of responsibility (AOR).
Area Housing Officer (aho)	Area Housing Officer - provides support to all local housing offices within the D8 Western Rivers AOR. Responsible for oversight of the Coast Guard owned and leased housing program.
Personnel Services Division (p)	<p>The Personnel Services Division delivers the following services:</p> <p>Local housing support within the St. Louis local AOR - responsible for management of leased housing program.</p> <p>Work-Life support within the D8 Western Rivers AOR - responsible for providing Family Advocacy Program, Career Information, Relocation Assistance, Employee Assistance Program, Wellness Coordination, and Dependent Resource Coordination support to all Coast Guard employees and dependents.</p> <p>Administrative Support to ISC St. Louis staff and in some special cases to operational and other units within the D8 Western Rivers AOR - responsible for administrative matters related especially to ISC staff and technical assistance to the Commanding Officer. Also provides DEERS enrollment and Armed Forces identification card preparation for all active, dependents, and retirees of all services.</p> <p>PERSRU support to all units within D8 Western Rivers Region AOR - responsible for processing pay, transportation, personnel records, travel orders, and administrative functions. Manage Coast Guard Mutual Assistance Program for D8 Western Rivers AOR.</p> <p>Health Care - provides Coast Guard members in the Robert A. Young Federal Building first aid level treatment through a clinic located at ISC St. Louis. Oversees medical administration for all St. Louis area commands. Serves as resolution point for concerns with TRICARE and dental services.</p>

Continued on next page

Organizational Description of ISC St. Louis, Continued

Force Optimization and Training Division (pf)

Force Optimization and Training - provides support to the entire D8 Western Rivers AOR. Responsible for overall training and administration of Coast Guard Reserve. Responsible for assessing the efficiency of balance and usage of active duty, reserve, and auxiliary forces in meeting AOR mission requirements. Provides career development service and training program management for the AOR.

Comptroller Division (f)

Comptroller and financial support. The Comptroller Division of ISC St. Louis is responsible to provide a significant number of financial management functions both internally and externally. Internally, the division provides budgetary, accounting, procurement, property, and logistics services for the ISC. Externally, it serves nearly all units in the D8 Western Rivers AOR by providing procurement services beyond the capabilities of small units, IMPAC VISA card program management/oversight and procurement services. While the District and its sub-units remain distinct from the ISC in the chain of command, they turn to ISC for their financial support services. Branch responsibilities include:

- Budget and accounting support - responsible for performing local budget and accounting functions for ISC St. Louis.
- Procurement and supply support - serve primarily as contracting and purchasing activity for the D8 Western Rivers AOR. Responsible for procurement services for customers of ISC St. Louis. Contracting Officer (level I) for the ISC and D8 units with limited small purchase authority up to \$50K. Provide total personal property management for ISC.
- Recycling program - manage unit and D8 Western Rivers buoy scrap recycling program. Provides policy and oversight of the program.
- Coordinate Morale, Welfare, and Recreation (MWR) Program funds distribution and reporting within the reporting D8 Western Rivers AOR.

Continued on next page

Organizational Description of ISC St. Louis, Continued

Industrial Engineering Division (ei)

The Industrial Engineering Division provides the following services:

Industrial Support - responsible for providing depot level and intermediate cutter maintenance and other industrial support. Responsible to provide:

- Planning, estimating, and cost account services.
- Logistics support to ensure all assigned projects are supplied with the tools, materials, parts, equipment and special items needed.
- Production of ATON supplies.
- Subcontractor management.
- Quality assurance.

Facilities Maintenance - responsible for maintaining the Industrial building and grounds and pier located at the Corps of Engineers base at the foot of Arsenal Street.

Environmental services - responsible for ensuring compliance with all federal, state, local and Coast Guard environmental laws and regulations. This includes responsibility for hazardous waste management and disposals for ISC St. Louis shore and afloat tenants within the ISC St. Louis Industrial site. Responsible for compliance with Emergency Planning Community Right to Know Act (EPCRA) and the Clean Air Act.

Continued on next page

Organizational Description of ISC St. Louis, Continued

Command Relationship

ISC St. Louis delivers support to a vast array of customers within the D8 Western Rivers AOR. Some of the support is directly delivered only to the ISC staff and ISC St. Louis tenants. Other support is directly delivered to customers within the local St. Louis AOR. Still other support is delivered from the ISC to the entire D8 Western Rivers AOR. This large span of control for support delivery requires a good understanding of the command relationships. General relationships include:

- ISC St. Louis with Maintenance and Logistics Command Atlantic. ISC St. Louis is a subordinated command of MLC Atlantic. The CO of ISC St. Louis works for Commander MLC Atlantic.
- ISC St. Louis with units within the D8 AOR. ISC St. Louis will provide support services in accordance with the respective program policies. Priorities for service delivery will be determined and established by ISC St. Louis in accordance with program policy. The ISC is not within the chain of command of D8. This creates a customer supplier relationship rather than a chain of command relationship between D8 units and their support service providers. For example, if a D8 unit requires assistance with a housing problem, it will seek assistance from the ISC rather than the District Office.
- ISC St. Louis and units within the local St. Louis AOR. ISC St. Louis will provide programmatic support in accordance with respective program policies. Units within the local St. Louis AOR should expect all services described for commands within the D8 AOR plus health administrative service support, and limited clinic services.
- ISC St. Louis with tenant commands. Existing tenant agreements where they exist are retained and will be modified upon mutual agreement.
- ISC St. Louis with HQ and MLCA support services program managers. The ISC provides support services; the program manager provides policy and program guidance along with resource support. Additional requirements can only be assigned with the concurrence of the HQ ISC program manager and the Deputy Commander MLCA.

Continued on next page

Organizational Description of ISC St. Louis, Continued

Command Relationship (continued)

- ISC St. Louis with District Office. Having assumed all external support functions of the Eighth District Administration Division, ISC St. Louis and the District retain a special support service relationship. ISC St. Louis shall advise the Eighth District staff on support and administrative issues. ISC St. Louis will provide support advance and information to the Eighth District office through the respective platform managers (osr, oan, m, o) or the chief of the Administration Division (a) as opposed to being considered a division of the district staff. The ISC Commanding Officer will typically relate to the operational platform managers on routine support matters. This typical relationship does not preclude the ISC Commanding Officer interfacing with the District Commander or Chief of Staff to address special case support matters. However, experience has shown the following support areas require close coordination:
 - District priorities for various programs
 - Work-Life budget, initiatives, and cases
 - MWR policy, funds distribution, and field requests
 - FOT funding, initiatives, training, assessments, reports
 - Mutual Assistance grants, bad debts, loan reports
 - TRICARE policies, initiatives, complaints
 - Area housing issues, policies, and waivers
 - Real Property management, accounts, assignments
 - Industrial program and cutter support at the industrial base

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Organizational Description of ISC St. Louis, Continued

Command Authority

The ISC Commanding Officer is directly accountable to Commander, Maintenance and Logistics Command, Atlantic. The ISC Commanding Officer's immediate supervisor is Deputy Commander, Maintenance and Logistics Command Atlantic. The ISC program manager is the Chief, ISC Support Staff, MLCA(mds). The ISC Commanding Officer is the MLC Commander's senior representative within the Eighth District AOR and is specifically tasked with direct liaison to the District Commander, the District Chief of Staff, and District Program Managers. The ISC Commanding Officer is fully accountable to act on the MLC's behalf on all support mission responsibilities specifically assigned to the ISC and serve as the MLC commander's representative on ESU, CEU and ESU support issues. With this accountability comes the assignment of all authority, direction, and control that the MLC considers necessary to execute these responsibilities. Within the ISC, the Commanding Officer has the authority to:

- Give authoritative direction to ISC divisional staffs and their personnel on all aspects of ISC operations training, and logistics.
- Prescribe the chain of command for the ISC.
- Organize divisions, branches, and detachments within limits of the ISC core model to carry out assigned missions.
- Employ active duty, reserve forces, and civilians to carry out assigned missions.
- Coordinate and approve administration, support and discipline.
- Carry out unit administration and discipline.
-

Continued on next page

Organizational Description of ISC St. Louis, Continued

Guidance on Conduct of Support Operations

General guidance for the delivery of support services from four divisional components of ISC St. Louis are as follows:

Personnel Service Division:

- Local Housing support will be governed by Coast Guard Housing Manual, COMDTINST M11101.13 (series).
- Force Optimization and Training Support will be delivered in accordance with Commandant directive being developed.
- Work-Life support will be delivered in accordance with COMDTINST M5400.20.
- Personnel administrative support will be managed in accordance with the SDA User/Query Manual, HRSICINST M5230.1 (series) and other related personnel, pay, travel, and transportation directives.
- Medical admin support will be delivered within the AOR in accordance with the Medical Manual, COMDTINST M6000.1 (series) and other directives and regulations as promulgated.

-

Area Housing Officer:

- Area Housing support will be delivered to the local housing offices in accordance with Coast Guard Housing Manual, COMDTINST M11101.13 (series).

Comptroller Division: Financial services support will be delivered within the AOR in accordance with the following:

- Federal Acquisition Regulations, Small Purchase handbook, COMDTINST M4200.12 (series),
- Property Management Manual, COMDTINST M4500.5 (series),
- Supply Policies and Procedures Manual, COMDTINST M4400.19 (series),
- Accounting services, FINCEN SOP, FINCENSTFINST M7000.1, and LUFS User guide.

Industrial Engineering Division: Industrial services will be delivered within the AOR in accordance with program support policy as promulgated by support program managers consistent with resource allocations. Specific details on accessing services provided by ISC are outlined in the ISC Customer Handbook.

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Organizational Description of ISC St. Louis, Continued

**Geographic
Area of
Responsibility**

The Eighth District Western Rivers AOR generally is comprised of the former Second District AOR. This includes all or part of the 22 states from Wyoming to West Virginia and Minnesota to Louisiana. In addition, the ISC provides services to selected unit beyond the boundaries of the AOR specifically the Recruiting Offices throughout the eastern part of the country.

Finished

History of Integrated Support Command St. Louis

ISC St. Louis evolved from the Second Coast Guard District and was commissioned at a formal ceremony held 2 April 1996 at the World's Fair Pavilion, Forest Park, St. Louis, Missouri. The main office of the ISC is located in the Robert A. Young Federal Building with industrial shops and riverside moorings located at the Corps of Engineers Base, Foot of Arsenal Street, St. Louis, Missouri.

The history of the Coast Guard in St. Louis is intertwined with the history of navigation on the inland river system. This is that history.

The first European to see the Mississippi River may have been Christopher Columbus in 1507, and for nearly 200 years following its "discovery", explorers, traders and Indians traversed the Mississippi and adjoining rivers establishing settlements along its banks.

The advent of steam power didn't come to the rivers until 1811 when the side-wheeler *New Orleans*, built in Pittsburgh, became the first steamboat to travel the Mississippi. On her maiden voyage, she encountered what is now known as the "new Madrid Earthquake". This earthquake was so intense it was reported to have made the Mississippi River run backwards. The strongest shock was an estimated 8.4 on the Richter scale. In the winter of 1811-1812 five shocks of 8.0 or greater rocked the Bootheel of Missouri and spread out across the midwest. The significance of this event is on average there is only one 8.0 or greater quake annually worldwide, yet Missouri experienced five such quakes in a few month period. Despite this nightmarish experience, she arrived in New Orleans on January 12, 1812, making history by navigating the length of the lower river. St. Louis saw the first steamboat off its banks in 1817, and in 1823 the *Virginia* docked at Fort Snelling, MN, making it the first steamboat to travel that far up river.

Navigation of and trade on the rivers was increasing swiftly and the need for federal safety standards was also. After a series of boiler explosions and other accidents in the mid-1800's, the Steamboat Inspection Service and the Bureau of Navigation came to the rivers, and the basis for regulatory missions of the river Coast Guard had begun. In 1820, Congress had authorized a survey to be made on the Mississippi and Ohio Rivers to promote the removal of snags and deepening of channels, thus improving safe navigation. The first lighthouse had also been constructed on the Mississippi River at Natchez, MS, in 1827.

In 1869, the Louisville Pilot's Association set up the first series of lights at Grand Chain on the Ohio River.

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History of Integrated Support Command St. Louis, Continued

In 1874, Congress passed an act extending the jurisdiction of the U. S. Lighthouse Service to include the Mississippi and Ohio Rivers and their tributaries. This act provided for the establishment of such beacon lights, day beacons and buoys as may be necessary for the use of vessels navigating these streams. Within that first year, 280 lights were established using mineral oil for illumination, and although there was skepticism as to whether lights would be of value or not, general approval soon followed. By the end of five years, 789 lights were in operation, and by 1886 there would be 1100.

In 1874, the Lighthouse Service obtained two steamboats, the first of a long line of steam river tenders: The *Lily*, which was to be used on the Ohio River, and the *Alice*, for use on the Mississippi. These tenders, assisted by the U. S. Army Corps of Engineers, maintained navigational aids along the riverbanks as well as buoys. Subsequently, other steam tenders took their places on the rivers. Tenders like *Goldenrod*, *Dandelion*, *Oleander* and *Kankakee*.

A project of tender replacement began in 1924, and many of the names found on these early boats can still be found on many of today's modern diesel towboats. On 1 July 1939, six Lighthouse Service river tenders were transferred to the Coast Guard as it took over jurisdiction of the Lighthouse Service and the Second Coast Guard District was established.

The Second Coast Guard District was the largest of the districts in terms of sheer land mass. It covered more than 1,126,000 square miles in the heartland of America. From Wyoming to West Virginia, Minnesota to Louisiana, the Second District included all or part of 22 states and was responsible for more than 7,500 miles of navigable waterways, including the Mississippi, Missouri, Ohio, Illinois, Tennessee, Cumberland, Arkansas and White Rivers and their tributaries. Aids to navigation and marine safety were the district's primary mission. The district's 19 buoy tenders maintained more than 14,000 navigational aids. The district carried out marine environmental protection with the aid of six Marine Safety Offices and five Marine Safety Detachments.

Not only was the district involved in safety of navigation, but preparedness for response to disasters especially flooding was an important mission. Although the district responded to many floods over the years none would equal the size or impact of the Mississippi flood of 1993.

Continued on next page

History of Integrated Support Command St. Louis, Continued

During the Great Flood of 1993, the district conducted more than 2400 missions and assisted more than 2900 people. In many small communities the district's disaster response teams provided the backbone of relief efforts. The chronology of events below shows the extent of this disaster:

June 26, 1993	29.7 ft. on the St. Louis gauge. St. Charles, MO issues flood and evacuation warning. Wake advisory set for the entire Upper Mississippi River north of Cape Girardeau, MO.
July 1, 1993	31.8 ft. on the St. Louis gauge. Commander of Coast Guard Forces begins 24-hour operations. DRUs assist evacuation as area levees begin to fail.
July 4, 1993	35.9 ft. on the St. Louis gauge. President Clinton visits Davenport, IA.
July 6, 1993	37.4 ft. on the St. Louis gauge. Coast Guard Group Upper Mississippi River relocates operations when their facilities become flooded in Keokuk, IA. VHF-FM communications lost.
July 17, 1993	45.4 ft. on the St. Louis gauge. Coast Guard Base evacuated as the Mississippi River rose two feet over the 1973 high water mark. Group Upper Mississippi River reports 11 VHF-FM radio sites back on line, partial communications established.
August 1, 1993	49.4 ft. on the St. Louis gauge, setting a new record for high water on the Mississippi River. Several vessels and barges break away from the St. Louis riverfront hitting the Poplar Street Bridge.
August 22, 1993	River navigation resumes with restrictions.
September 3, 1993	Commander of Coast Guard Forces in St. Louis shuts down operations.
September 13, 1993	Mississippi River at St. Louis drops below flood stage of 30 ft. for the first time in 80 days.

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History of Integrated Support Command St. Louis, Continued

In the 70's the current Industrial Division was a separate unit called Base St. Louis at South Base. The CGC FOXGLOVE (CGC CHEYENNE in 1973) and the CGC SCIOTO were homeported there, and the Base responsibilities included dayboard production, vessel support and vessel maintenance. The Base had an Officers' Club, Enlisted Club, and Exchange. In the 80's the operations were streamlined and the Base went through a period of reduction. The Great Flood of 1993 claimed the Base and operations were temporarily moved to a leased facility at Bircher Boulevard which was known as North Base. Facility and Design Division Atlantic prepared Project Proposal Reports for the landside and waterside facilities to be located at the Army Corps of Engineers Service Base and in 1995 construction began on the current facility. In 1996 with the decommissioning of the Second Coast Guard District, Base St. Louis became what is now the ISC Industrial Division. In mid-1999 ISC Industrial moved into its new facility.

The Industrial Facility has two buildings and a 450-foot floating dock for river tender moorings. The newly-constructed main Industrial building has over 24,000 sq. feet. The Machinery Technician Matthew E. Schlimme Facility was built to replace the Industrial portion of the old Base St. Louis. The Coast Guard received 9 million dollars in disaster relief funds and the new facility was built with those funds. The facility provides vessel and facility support for the Western Rivers region and serves as a production site for aids to navigation equipment. The building also houses the Electronic Support Detachment, St. Louis. The FD&CC LANT performed the planning and construction supervision for the project that began in 1995. Stanley Consultants created the design and the building and moorings were constructed by KCI Construction of St. Louis, MO.

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History of Integrated Support Command St. Louis, Continued

The MK3 Matthew E. Schlimme Industrial Facility was dedicated 27 January 2000 in a ceremony at the industrial base. The facility was dedicated in honor of Matthew E. Schlimme who was born 9 February 1973, in Cape Girardeau, MO. He was a native of Whitewater, MO where he lived with his parents Larry and Haroletta Schlimme when he enlisted in the Coast Guard in St. Louis, MO on 29 July 1993.

In the early morning hours of February 12, 1997 in heavy sea conditions off the coast of Washington State, three Coast Guardsmen from Station Quillayute died tragically when their 44 foot Motor Lifeboat capsized as they responded to a distress call from a dismantled sailboat. A Whitewater, Missouri native, MK3 Matthew E. Schlimme, was among those lost that day.

At 12:26 AM the sailing vessel, Gale Runner, was hit by a rogue wave causing the loss of the mast, blown hatches, and a flooded engine. Responding to a "Mayday" call, Station Quillayute dispatched four crewmembers on 44363. While en route to the scene, the 16-18 foot, stormy sea overtook the 44363. After the third roll, all but one crewmember had been lost and the boat had smashed into the rocks of a nearby cove. After eight long hours, the nightmare was over. Coast Guard air support had managed to save the two people on the Gale Runner but only SA Benjamin Wingo remained from the 44363. BM2 David Bosley, MK3 Matthew Schlimme, and SN Clinton Miniken had all given their lives in the rescue.

As lifesavers and guardians of the sea, Coast Guard men and women sail in harms way everyday. Our deepest condolences as well as our admiration and appreciation go with all those having to make the supreme sacrifice.

Continued on next page

History of Integrated Support Command St. Louis, Continued

Second District Commanders

Captain William F. Towle 1940-1941
Captain Stephen S. Yeandle 1941-1943
Captain Roger C. Heimer 1944-1945
Commodore Beckwith Jordan 1945-1947
Commodore Louis W. Perkins 1947-1951
Captain Charles W. Thomas 1951-1953
Captain George C. Carlstedt 1953-1956
Captain Dwight A. Chase 1956-1957
Captain Fred P. Vetterick 1957-1960
Captain Oliver A. Peterson 1960-1961
Rear Admiral Oscar C. Rohnke 1961-1962
Captain Oscar C. B. Wev 1962-1963
Rear Admiral Albert J. Carpenter 1963-1966
Rear Admiral Chester I. Steele 1966-1967
Rear Admiral Russell R. Waesche, Jr. 1968-1971
Rear Admiral Owen W. Siler 1971-1974
Rear Admiral G. H. Bursley 1974-1976
Rear Admiral Wayne E. Caldwell 1976-1979
Rear Admiral Norman C. Venzke 1979-1982
Rear Admiral Sidney D. Vaughn, Jr. 1982-1984
Rear Admiral Bobby F. Hollingsworth 1984-1986
Rear Admiral Robert T. Nelson 1986-1988
Rear Admiral William P. Leahy 1988-1989
Rear Admiral William J. Ecker 1989-1991
Rear Admiral Norman T. Saunders 1991-1993
Rear Admiral Paul M. Blayney 1993-1996

Commanding Officers

Integrated Support Command St. Louis

Captain Roger G. Evans 1996-1999
Captain Kevin E. Schumacher 1999-2002

ISC St. Louis Climate Assessment

_____Command _____Personnel _____FOT _____Comptroller _____Industrial

Please respond to the following twelve questions on a five-point scale, where “5” is *strongly agree*, “4” is *agree*, “3” is *neither agree or disagree*, “2” is *disagree*, and “1” is *strongly disagree*:

1.	Do I know what is expected of me at work?	5	4	3	2	1
2.	Do I have the materials and equipment I need to do my work right?	5	4	3	2	1
3.	At work, do I have the opportunity to do what I do best every day?	5	4	3	2	1
4.	In the past seven days, have I received recognition or praise for good work?	5	4	3	2	1
5.	Does my supervisor, or someone at work, seem to care about me as a person?	5	4	3	2	1
6.	Is there someone at work who encourages my development?	5	4	3	2	1
7.	At work, do my opinions seem to count?	5	4	3	2	1
8.	Does the mission/purpose of my company make me feel like my work is important?	5	4	3	2	1
9.	Are my co-workers committed to doing quality work?	5	4	3	2	1
10.	Do I have a best friend at work?	5	4	3	2	1
11.	In the last six months, have I talked with someone about my progress?	5	4	3	2	1
12.	At work, have I had opportunities to learn and grow?	5	4	3	2	1

Comments:

Note: Survey is adapted for ISC St. Louis use from First, Break All the Rules by Marcus Buckingham & Curt Coffman, and the Gallup Organization website [www.gallup.com/poll.managing] **Table 5-1**

Division	Command Staff
BCN/PCN	299471
Pay Grade	Captain
Billet Title	Commanding Officer
Incumbent	CAPT Kevin Schumacher

Annual Required *	Date	Billet/Command Required	Date	Command Desired	Date	Enhanced	Date
AIS Security Awareness		Civ Personnel Procedures/Supervisors	01-Sep-90	Substance Abuse Free Enviro (SAFE)	01-Oct-98	Bachelor Degree	01-Dec-
Articles of the UCMJ (Reenlistment)	17-Jan-00	Drug/Alcohol Awareness (Sup) (2yr)	01-May-99	Basic Human Awareness	14-Apr-94	Professional Non-Degree	01-Dec-
CISM Pre-Incident Preparation (2yr)	28 ju 00	Ethics Training	17-Nov-99	HRA Communications	13-Apr-94	OER Training (Officer Eval System)	06-Apr-0
Civil Rights/Sexual Harassment (3yr)	16-Oct-99	Family Advocacy Training	01-Nov-98	HRA Orientation	13-Apr-94	Masters Degree	01-May-
Code of Conduct (Reenlistment)	17-Jan-00	Special Needs Training	01-Nov-98	Junior Officer Ldrshp & Mgmt	01-Jan-80		
Community Relations	16-Feb-00			Senior Officer Ldshp & Mgmt	01-Jan-84		
Customs, Courtesies, Uniform Regs	Qtrly (POW)			Time Management	01-Feb-99		
Discharges, Types of (Reenlistment)	17-Jan-00						
Drug/Alcohol Awareness (Basic)	08-Dec-99						
Enlisted Assignment Process (SPEAR)							
Family Violence Awareness	01-Nov-98						
Financial Responsibility/Indebtedness							
Hazing Prevention	01-Aug-97						
HHGs Relocation/Claims	15-Mar-00						
HIV/VD Protection	25-Apr-00						
Mutual Assistance Program	15-Mar-00						
Nutrition/Weight Management	Qtrly (POW)						
OPSEC Management							
Public Affairs/Meeting the Media	16-Feb-00						
Security Refresher Briefing							
Sexual/Homosexual Conduct	17-Jan-00						
Sponsor Program	15-Mar-00						
Suicide Awareness	03-Feb-00						
Violent/Threat Behavior Workplace	28-Jun-00						
ICS 100	23-Aug-00						

* Unless otherwise indicated.

Table 5-2